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8 September 1953

MEMORANDUM FOR: General Cabell

You have requested my views and those of Mr. Meloon on the attached papers which outline certain proposed organizational changes primarily affecting our Personnel structure.

I have verified that the comments (which are attached) submitted by Mr.  do represent Mr. Meloon's views.

With regard to the "major functions" which you outline, they are, in general, consistent with those now assigned to the Personnel Office and I agree with them, except as follows:

Paragraph 3: I do not agree that it is necessary for records concerning covert personnel to be filed in the DD/P area. I believe that they can more economically, and with due regard for security, be filed in the Personnel Office.

Paragraph 5: This paragraph would indicate that at least some thought has been given to placing the Medical and Security Offices under the Head of the Personnel Office. While both of these Offices have operational support responsibilities of considerable magnitude which do not properly come under Personnel supervision, in my opinion their closely related functions having to do with personnel are sufficient to make it highly desirable to keep them under the same Deputy.

Paragraph 13: I think it is true that some of the functions of the Office of Training, namely, most of those which do not have to do with clandestine operational training, are closely related to the Personnel functions and could be combined with the Personnel Office. However, I do not believe that covert training activities should be combined with Personnel, and, hence, the concept of having all training done, supervised, or arranged for by a separate Office of Training is, in my opinion, sound.

I also think that we should, in most cases, know what an employee's next assignment is when he leaves his present one, even if it is to be a period of training. If the training is to be handled by the Office of Training, then Personnel would not need a separate unit for this purpose.

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Special Arrangements: I do not agree that a Chief of Personnel in the DD/P area outside of the Administrative Staff is necessary for the same general reasons that I believe the Personnel Office should remain under the Chief Administrative Officer for the Agency.

General: I certainly agree that CIA's principal asset is people and that great importance should be attached to our Personnel functions. I am sure also that there is plenty of room for improvement in our personnel administration and management. However, you usually find a reasonably good personnel program in an office where the head of the office and his subordinate supervisors carry out a positive program. While I am sure that there may be shortcomings in our Personnel Office, I firmly believe that it is technically proficient and that our greatest weaknesses lie in poor personnel management programs in the "command" echelons. (The Inspector General has recently finished a survey of the Personnel Office and we are anxious to see his findings in this regard.)

The Head of Personnel does not now "command" outside of the Personnel Office proper and I don't think that he would as a Deputy Director.....in fact, in CIA I don't think that he should. I, therefore, do not see any gain in removing the Head of the Personnel Office from DD/A supervision. On the contrary, I believe that the Chief of Personnel should report to or through the Chief Administrative Officer for the Agency because the Chief Administrative Officer has over-all responsibility for planning the controlling policies affecting the procurement and use of resources (human, fiscal, and material) to accomplish the Agency's aims.

The Personnel Director, the Comptroller, and the Chiefs of the Logistics, Medical, and Security Offices are all essential staff arms in the execution of these functions. In theory, placing some of these functions under another Deputy would not weaken coordination. In practice, I think that it would. Such functions as establishing and controlling personnel authorizations, position classification, organizational surveying, space procurement, material supply, budget preparation and execution are so interrelated and require such close coordination that I believe they should have common direction.

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L. K. WHITE

2 Att:

Att 1 - Memo dtd 21 Aug 53 to A-DD/A  
fr A-PD, sub: "General Cabell's  
Proposal on Personnel Organization."

Att 2 - Tab A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z, AA, AB, AC, AD, AE, AF, AG, AH, AI, AJ, AK, AL, AM, AN, AO, AP, AQ, AR, AS, AT, AU, AV, AW, AX, AY, AZ, BA, BB, BC, BD, BE, BF, BG, BH, BI, BJ, BK, BL, BM, BN, BO, BP, BQ, BR, BS, BT, BU, BV, BW, BX, BY, BZ, CA, CB, CC, CD, CE, CF, CG, CH, CI, CJ, CK, CL, CM, CN, CO, CP, CQ, CR, CS, CT, CU, CV, CW, CX, CY, CZ, DA, DB, DC, DD, DE, DF, DG, DH, DI, DJ, DK, DL, DM, DN, DO, DP, DQ, DR, DS, DT, DU, DV, DW, DX, DY, DZ, EA, EB, EC, ED, EE, EF, EG, EH, EI, EJ, EK, EL, EM, EN, EO, EP, EQ, ER, ES, ET, EU, EV, EW, EX, EY, EZ, FA, FB, FC, FD, FE, FF, FG, FH, FI, FJ, FK, FL, FM, FN, FO, FP, FQ, FR, FS, FT, FU, FV, FW, FX, FY, FZ, GA, GB, GC, GD, GE, GF, GG, GH, GI, GJ, GK, GL, GM, GN, GO, GP, GQ, GR, GS, GT, GU, GV, GW, GX, GY, GZ, HA, HB, HC, HD, HE, HF, HG, HH, HI, HJ, HK, HL, HM, HN, HO, HP, HQ, HR, HS, HT, HU, HV, HW, HX, HY, HZ, IA, IB, IC, ID, IE, IF, IG, IH, II, IJ, IK, IL, IM, IN, IO, IP, IQ, IR, IS, IT, IU, IV, IW, IX, IY, IZ, JA, JB, JC, JD, JE, JF, JG, JH, JI, JJ, JK, JL, JM, JN, JO, JP, JQ, JR, JS, JT, JU, JV, JW, JX, JY, JZ, KA, KB, KC, KD, KE, KF, KG, KH, KI, KJ, KK, KL, KM, KN, KO, KP, KQ, KR, KS, KT, KU, KV, KW, KX, KY, KZ, LA, LB, LC, LD, LE, LF, LG, LH, LI, LJ, LK, LL, LM, LN, LO, LP, LQ, LR, LS, LT, LU, LV, LW, LX, LY, LZ, MA, MB, MC, MD, ME, MF, MG, MH, MI, MJ, MK, ML, MM, MN, MO, MP, MQ, MR, MS, MT, MU, MV, MW, MX, MY, MZ, NA, NB, NC, ND, NE, NF, NG, NH, NI, NJ, NK, NL, NM, NN, NO, NP, NQ, NR, NS, NT, NU, NV, NW, NX, NY, NZ, OA, OB, OC, OD, OE, OF, OG, OH, OI, OJ, OK, OL, OM, ON, OO, OP, OQ, OR, OS, OT, OU, OV, OW, OX, OY, OZ, PA, PB, PC, PD, PE, PF, PG, PH, PI, PJ, PK, PL, PM, PN, PO, PP, PQ, PR, PS, PT, PU, PV, PW, PX, PY, PZ, QA, QB, QC, QD, QE, QF, QG, QH, QI, QJ, QK, QL, QM, QN, QO, QP, QQ, QR, QS, QT, QU, QV, QW, QX, QY, QZ, RA, RB, RC, RD, RE, RF, RG, RH, RI, RJ, RK, RL, RM, RN, RO, RP, RQ, RR, RS, RT, RU, RV, RW, RX, RY, RZ, SA, SB, SC, SD, SE, SF, SG, SH, SI, SJ, SK, SL, SM, SN, SO, SP, SQ, SR, SS, ST, SU, SV, SW, SX, SY, SZ, TA, TB, TC, TD, TE, TF, TG, TH, TI, TJ, TK, TL, TM, TN, TO, TP, TQ, TR, TS, TT, TU, TV, TW, TX, TY, TZ, UA, UB, UC, UD, UE, UF, UG, UH, UI, UJ, UK, UL, UM, UN, UO, UP, UQ, UR, US, UT, UU, UV, UW, UX, UY, UZ, VA, VB, VC, VD, VE, VF, VG, VH, VI, VJ, VK, VL, VM, VN, VO, VP, VQ, VR, VS, VT, VU, VV, VW, VX, VY, VZ, WA, WB, WC, WD, WE, WF, WG, WH, WI, WJ, WK, WL, WM, WN, WO, WP, WQ, WR, WS, WT, WU, WV, WW, WX, WY, WZ, XA, XB, XC, XD, XE, XF, XG, XH, XI, XJ, XK, XL, XM, XN, XO, XP, XQ, XR, XS, XT, XU, XV, XW, XX, XY, XZ, YA, YB, YC, YD, YE, YF, YG, YH, YI, YJ, YK, YL, YM, YN, YO, YP, YQ, YR, YS, YT, YU, YV, YW, YX, YY, YZ, ZA, ZB, ZC, ZD, ZE, ZF, ZG, ZH, ZI, ZJ, ZK, ZL, ZM, ZN, ZO, ZP, ZQ, ZR, ZS, ZT, ZU, ZV, ZW, ZX, ZY, ZZ.

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